



*Proud to Be Here, Proud to*

# **U.S. Army Recruiting Command**



*CSAG Update  
for  
MG Cavin  
12 January 2001*

*by*

*LTC Mark Young*

**On Point for**





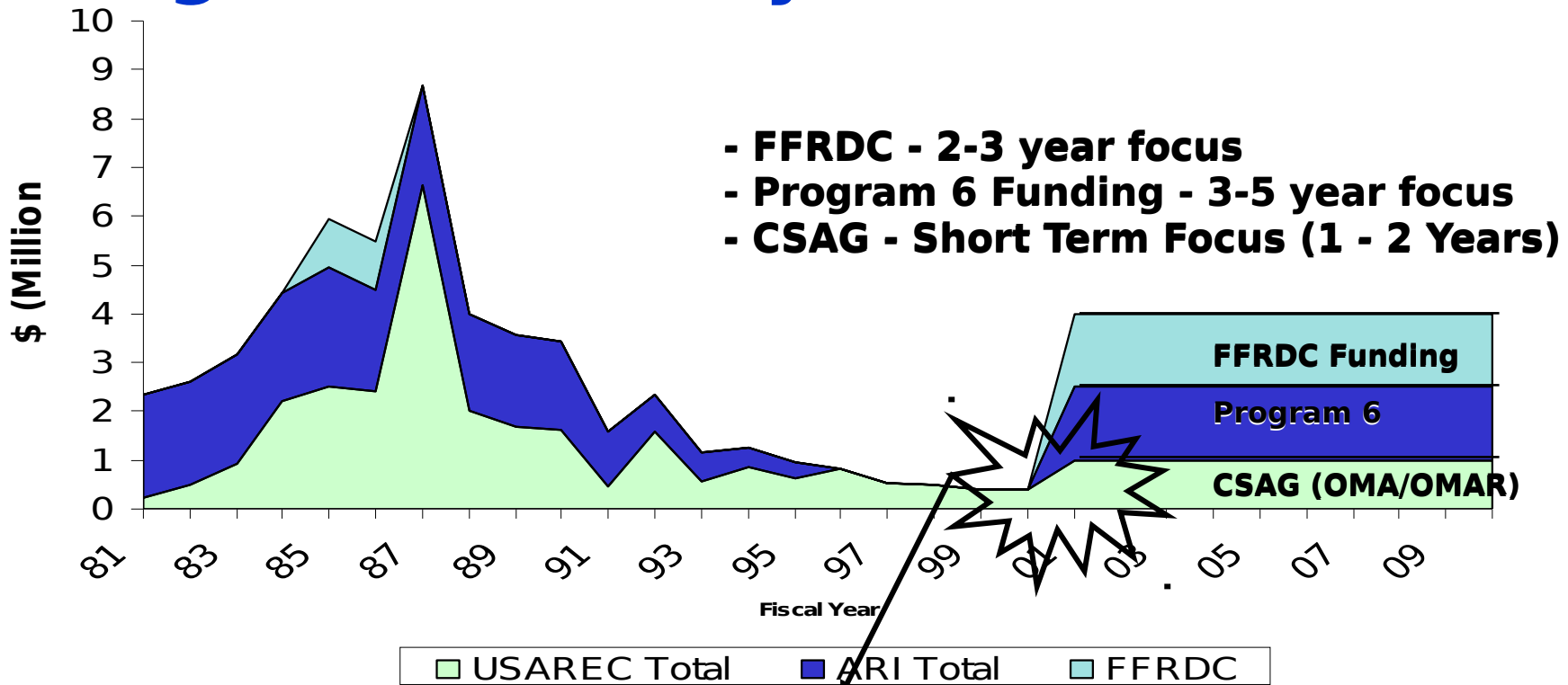
# Purpose - Decision Brief

- ★ **To obtain approval on individual projects to allocate FY01 Command Studies Advisory Group (CSAG) funds and begin contracting actions on approved studies**





# Background - Study and Research Fun



**Today's Focus is to gain approval for the FY01 CSAG studies which should focus on USAREC's short term requirements and the CG's 8 C**

- Make All Missions
- Increase Ethnic Mkt 10%
- Decrease DEP Loss to < 14%
- Increase Mkt Shr 5%
- Technology
- Increase College/High Grad
- Safety
- Positive Work Environment

**On Point for**





# Overview

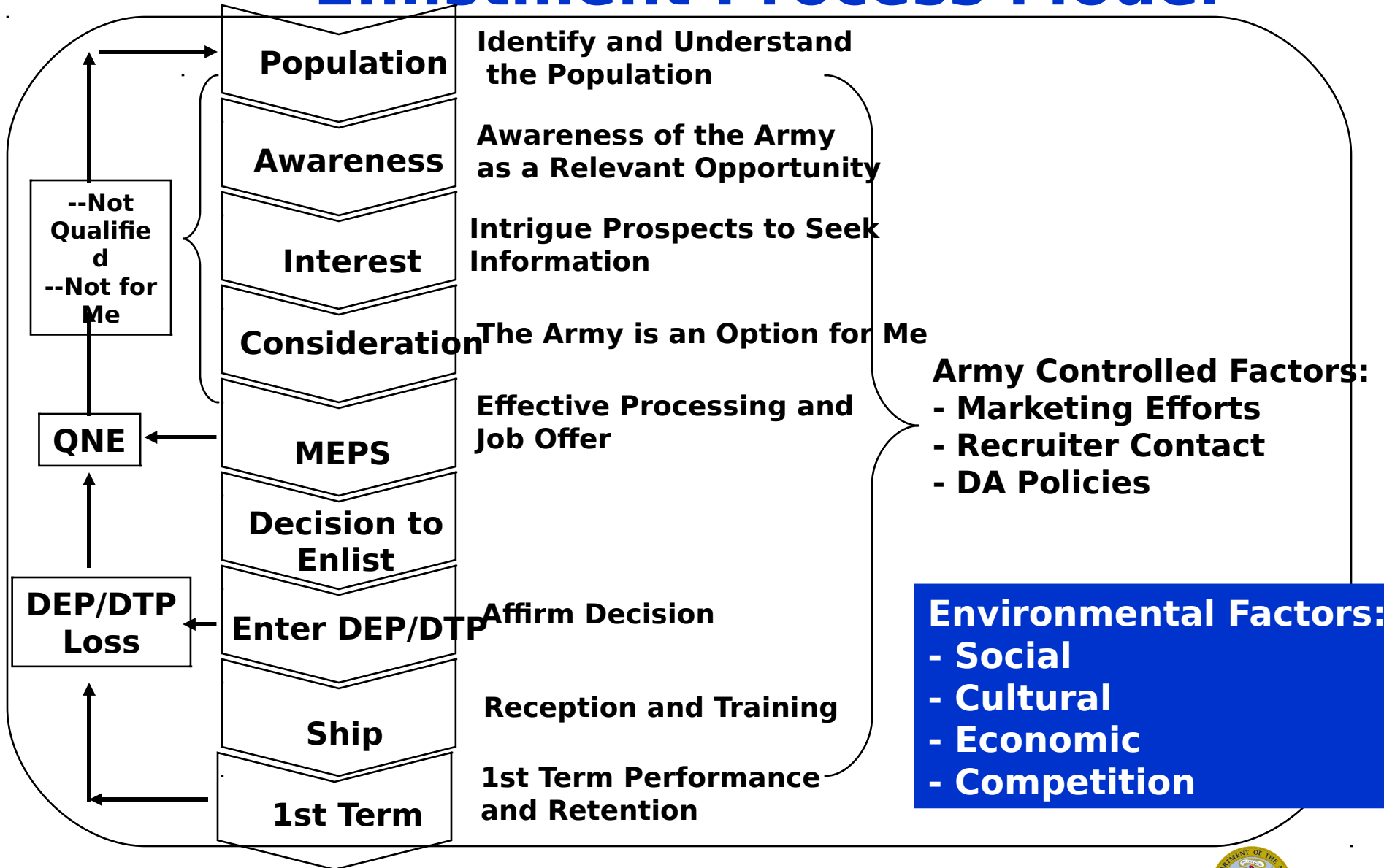
- ★ **Received and reviewed 21 study proposals**
- ★ **Recommend 17 for approval**
- ★ **Four studies not recommended because of:**
  - ❖ **Methodology issues**
  - ❖ **Duplication of on-going efforts**
- ★ **Will not review completed studies or PAE internal projects**
- ★ **We continue to develop additional proposals**





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# Enlistment Process Model

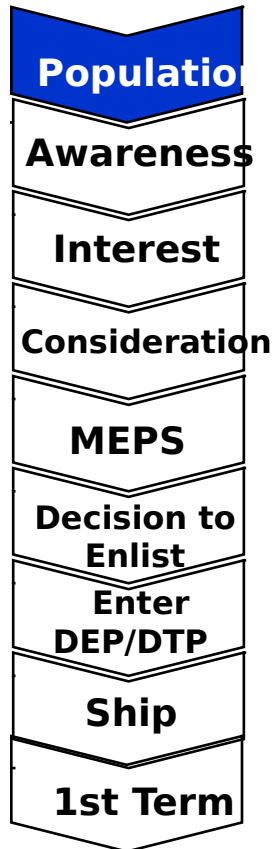


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# Identify and Understand the Population



## USAREC Study Goals:

**1. Identify and understand the recruitable segments within the population.**

- |                        |                        |                |
|------------------------|------------------------|----------------|
| - High School          | - Hispanic             | - Gender       |
| - Work Force           | - African American     | - Professional |
| - College              | - Native American      | - Needs Based  |
| - Other Post Secondary | - Asian Pacific Island | - Prior S      |

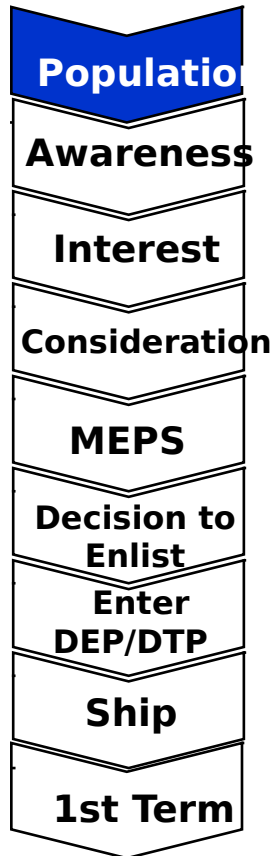
**2. Identify and develop target segments to focus Army recruiting efforts.**

**3. Understand what factors influence the target segment decision making processes and how to leverage these fac**





# Identify and Understand the Population



## Current USAREC study focus:

- How can we increase penetration in the college market?
- What are the most effective target segments?
- How can we achieve Special Missions requirements?

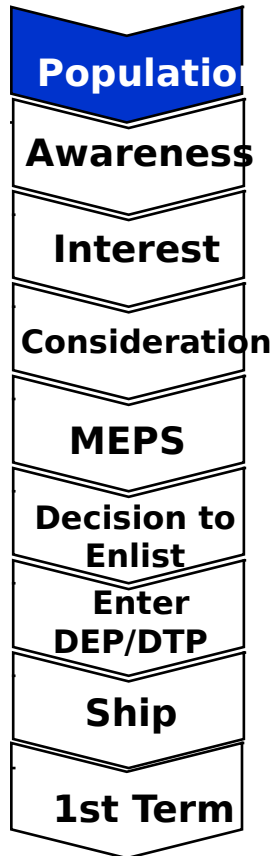
## On-going external study efforts:

- Segmentation Study - Leo Burnett
- Influencer Study - OSD
- Yankelovich - OSD
- Teenage Research Unlimited - OSD
- Chaplain Focus Groups - Leo Burnett & Army Brand





# Identify and Understand the Population



## On-going CSAG and Sec Army study efforts:

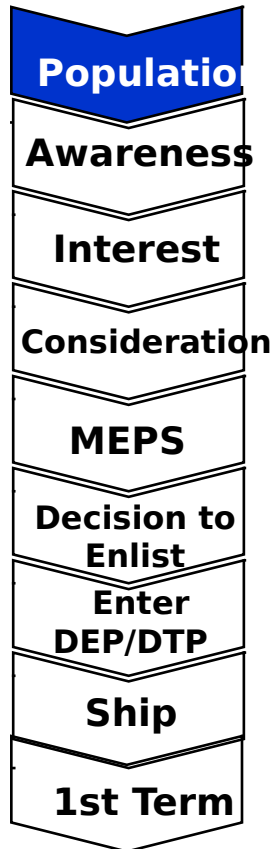
- **College/Work Force Potential Study - U of L**
- **Prime Market Study (Minority Markets) - U of L**
- **College Market Data Base Development - U of L**

## Proposed FY01 CSAG Studies:

- **AMEDD Market Data Buy (Medical Residency)**
- **AMEDD Physician Focus Groups**
- **AMEDD Dentist Focus Groups**
- **AMA Study on Physicians' Use of the Web**
- **Survey of Elite College Students (Dr. Moskos)**







# Population

## Details of Individual Studies





# COLLEGE/WORKFORCE POTENTIAL

## CSAG In-Progress

### Objective

- ★ Segment “Grad” Market Into “in Workplace” and “in College”
- ★ Determine the Demographics, Psychographics, and Propensity of Each Group

### Intended Application

- ★ Develop Flow Model
  - From High School Graduation Through After High School Choices (Work, VoTech, Community College)
- ★ Determine Most Lucrative Segments From Flow Model

### Methodology

- ★ Synthesize Results of Other Research: College Drop Out/Stop Out Rates, Persistence Rates, Etc.
- ★ Analyze College Databases

### Contract Specifics

- ★ Contract Awarded to UofL on 14 Aug 00
- ★ Preliminary Flow Model Briefed to USAREC on 11 Jan 01
- ★ Next Steps:
  - **Final Flow Model Due 22 Feb 01**
  - **USAREC to Give Needs Based Data to U of L by 18 Jan 01**





# PRIME MARKET STUDY (Minority Markets)

## Sec Army - In Progress

### Objective

- ★ Identify 17-21 Yr Old Prime Market - Males and Females by Race/Ethnicity and Region
  - Provide Estimates of Population Sizes
  - Identifies Prime Market and Total Recruitable Pool

### Intended Application

- ★ Identify Segments by Region with Greatest Potential for Production
- ★ Market Analysis

### Methodology

- ★ Review Previous Research
- ★ Reduce the Overall (Base) Population to Prime Market Population by Eliminating Incarcerated, Institutionalized, and Otherwise Unqualified

### Contract Specifics

- ★ Contract Awarded 4th QTR FY00 to UofL
- ★ Initial Data Exchange in Sep 00
- ★ Interim Progress Report on 19 Jan 01
- ★ Projected Completion NLT Apr 01





# COLLEGE MARKET DATABASE DEVELOPMENT

## CSAG In-Progress

### Objective

- ★ Search for and Identify Source to Buy Information on Drop Out Rates for Individual Colleges/Universities
- ★ Create New “Cost Per Month” Variable in College Database

### Intended Application

- ★ Add Variables to USAREC College Database
  - Selectivity of College
  - Tuition Cost Per Month
- ★ Data to Support College Recruiting Efforts
- ★ Compare Levels of Current Benefits to Market Place Costs

### Methodology

- ★ Determine Information Requirement
- ★ Identify and Evaluate College Database Sources
- ★ Calculate Unique USAREC Variables

### Contract Specifics

- ★ Contract Awarded to UofL on 22 Aug 00
- ★ College Database Purchase Initiated 9 Jan 01; Expected Delivery 16 Jan 01
- ★ Variable Calculation Due EOM Feb 01





# AMEDD MARKET DATA BUY

## (MEDICAL RESIDENCY)

### CSAG FY01 Proposal

#### Objectives

- ★ Obtain 1999-2000 Graduate Medical Education Data
- ★ Obtain 2000-2001 Graduate Medical Education Data

#### Intended Application

- ★ Maintain Databases Supporting AMEDD Recruiting Missions and Market Analysis
- ★ Provides Field Direct Information on Active Residency Programs
  - By Specialty
  - By Location

#### Methodology

- ★ Buy the Data From the American Medical Association
- ★ On-going Data Purchase to Maintain Current Market Information

#### Contract Specifics

- ★ Data for 1999-2000 will be Purchased Within 1 Week of Approval of Funds
- ★ 2000-2001 Data Will be Available for Purchase in April 01

**CG Goal: Make Mission**

On Point for





# AMEDD PHYSICIAN FOCUS GROUPS

## CSAG FY01 Proposal

### **Objectives**

- ★ Identify What Fully-Qualified Physicians Look for in their Career Choices
- ★ Identify Role of Military Service in Career Considerations

### **Intended Application**

- ★ Findings to be Provided to APA, Advertising Agency, and the Army Brand Group for Consideration in Developing Advertising Strategies
- ★ Learning Passed on to AMEDD Recruiters for Incorporation in Sales Effort

### **Methodology**

- ★ 6 Focus Groups with Fully-Qualified Physicians
- ★ To be Conducted in May 01

### **Contract Specifics**

- ★ SOW and Contract Award by Mar 01
- ★ Focus Groups Conducted in May 01
- ★ Findings Presented to USAREC Jun 01

**CG Goal: Make Mission**

**On Point for**





# AMEDD DENTIST FOCUS GROUPS

## CSAG FY01 Proposal

### Objectives

- ★ Identify What Fully-Qualified Dentists Look for in Their Career Choices
- ★ Identify Role of Military Service in Career Considerations

### Intended Application

- ★ Findings to be Provided to APA, Advertising Agency, and the Army Brand Group for Consideration in Developing Advertising Strategies
- ★ Learning Passed on to AMEDD Recruiters to Incorporate in Sales Effort

### Methodology

- ★ 6 Focus Groups with Fully-Qualified Dentists
- ★ To be Conducted in Jun 01

### Contract Specifics

- ★ SOW and Contract Award by Apr 01
- ★ Focus Groups Conducted in Jun 01
- ★ Findings Presented to USAREC Aug 01

**CG Goal: Make  
Mission**

**On Point for**





# AMA STUDY ON PHYSICIANS' USE OF WEB

## CSAG FY01 Proposal

### **Objectives**

- ★ Obtain Results of AMA Study Conducted in 2000 that Identifies Specific Web Sites Most Frequently Visited by Physicians for Both Personal and Professional Reasons

### **Intended Application**

- ★ Findings to be Provided to APA, Advertising Agency, and Army Brand Group for Consideration in Determining Internet Sites for Banner Advertising

### **Methodology**

- ★ Buy the Data From the AMA Study

### **Contract Specifics**

- ★ Purchase Data from AMA in Feb 01

**CG Goal: Make Mission**

On Point for







# **SURVEY OF ELITE COLLEGE STUDENTS**

## **CSAG FY01 Proposal**

### **Objective**

- ★ Ascertain What Appeal the Army Has for College Graduates From Private Highly Selective Universities
- ★ Identify Subgroups Within College Market Amenable to Various Recruitment Incentives

### **Intended Application**

- ★ Expand Previous Knowledge of Recruiting in Colleges and Universities
- ★ Understand Key Influencers and Barriers for College Market
- ★ Use Information to Develop Recruiting Practices Specifically Targeting Prospects with College

### **Methodology**

- ★ Survey and Interview Undergraduates from Selected Colleges and Universities, Two Major State Universities, One Historically Black College, and One Predominately

### **Contract Specifics**

- ★ Contract Award to Dr. Moskos at Northwestern University by Jan 01
- ★ Campus Visits Complete by Jun 01
- ★ Final Report and Presentation by Mar 02

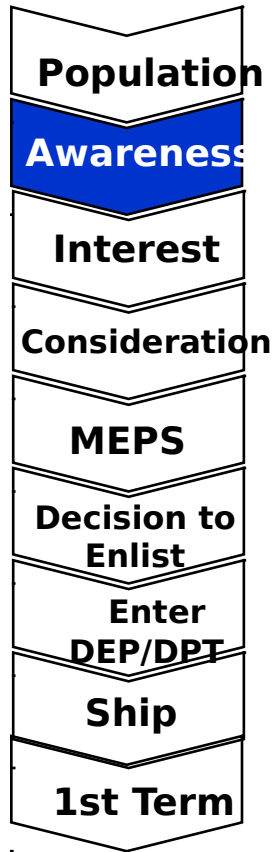
**CG Goal: Make Mission/Increase Market Share/High Grad College Penetration**

**On Point for**





# Awareness of the Army as a Relevant Oppor



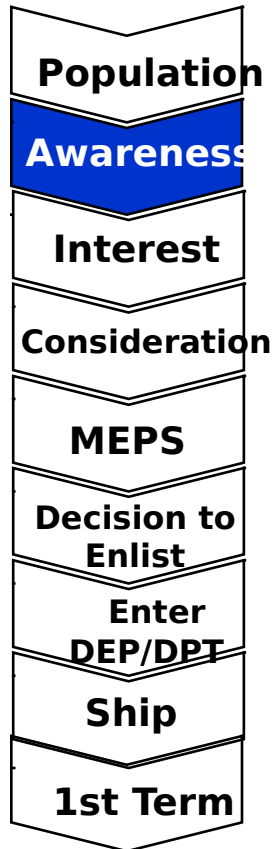
## USAREC Study Goals:

1. Within various segments, determine the awareness level of the Army as a worthwhile and relevant opportunity for young adults.
2. Determine the most effective methods to raise awareness levels with both the recruitable population and their influencers.
3. Determine the effectiveness of marketing efforts to raise awareness.





# Awareness of the Army as a Relevant Oppor



## Current USAREC study focus:

- Is Army advertising effective?

## On-going external study efforts:

- Army Advertising Survey - MSG - Millward/Brown
- Military Advertising Survey - OSD - Millward/Brown

## On-going CSAG and Sec Army study efforts:

- None

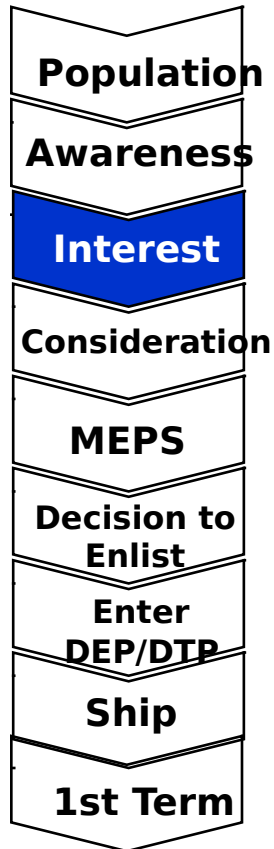
## Proposed FY01 CSAG Studies:

On Point for





# Interest - Intrigue Prospects to Seek Inform



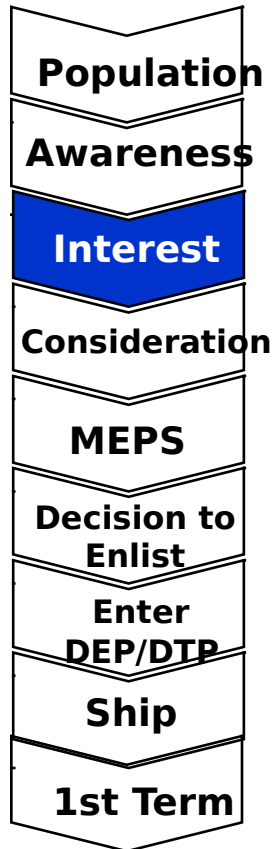
## **USAREC Study Goals:**

- 1. Determine the most effective methods for a prospect to find appropriate and meaningful information.**
- 2. Determine how to convert information seekers into a lead.**
- 3. Determine the most effective lead generation system to ensure procedures are in place to quickly screen and forward qualified prospects to the local recruiter.**





# Interest - Intrigue Prospects to Seek Inform



## Current USAREC study focus:

- How can the current LEAD system be improved?

## On-going external study efforts:

-None

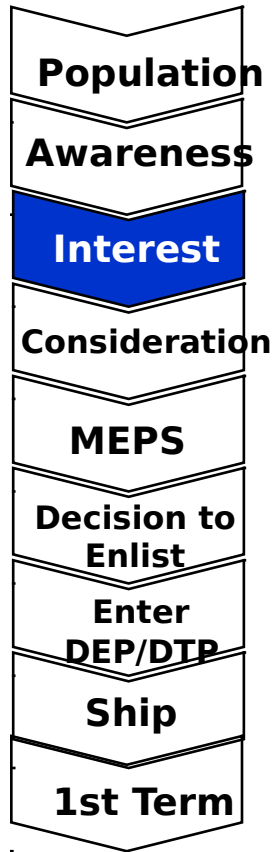
## On-going CSAG and Sec Army study efforts:

- Leads Distribution System Analysis - U of L

## Proposed FY01 CSAG Studies:

- None





# Interest

## Details of Individual Studies





# LEADS DISTRIBUTION SYSTEM ANALYSIS

**Sec Army - In Progress**

## Objective

- ★ Evaluate Our Current Leads Distribution System Vs. ARISS System and Identify Any Recommended Changes or Adaptations Necessary to Improve the Process of Providing Quality, Credible Lead Information to Recruiters

## Intended Application

- ★ Provide Timely, Credible Leads to the Field Recruiting Force
- ★ Identify Potential Improvements or Enhancements to the System
- ★ Provide Better Assessments of Lead Effectiveness

## Methodology

- ★ Gather System Information, Understand Workings of Both Applications and How They Are Used by the Recruiter
- ★ Apply Expertise in Economics, Marketing and Computer Information

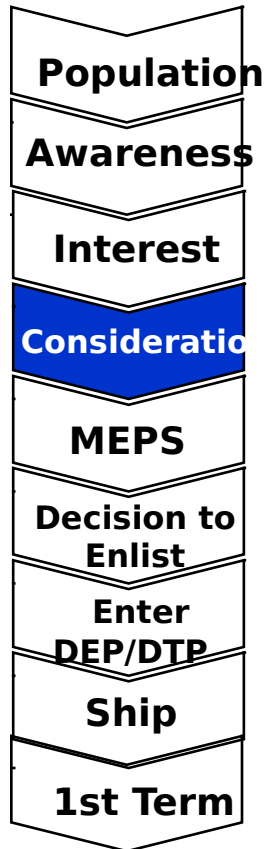
## Contract Specifics

- ★ Contract Awarded Aug 00 to UofL, Drs. Faulds/Gohman/Guan/Barker
- ★ Next Meeting to Visit Leads Distributor, MCS, Tentatively Scheduled for 2 Feb 01--Meetings with Unit Leads Users to be Scheduled after
- ★ 60 Day Update Reports Thereafter Until Completion --Tentatively 31 Aug 01





# Consideration - The Army is an Option for



## USAREC Study Goals (Media and Recruiters)

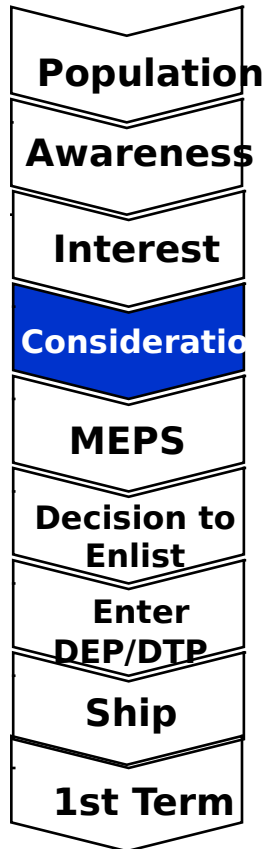
1. Determine the most effective delivery systems to provide accurate, timely and persuasive information to prospects and influencers who seek it.
2. Determine new methods to provide information to prospects and influencers.
3. Determine the most effective messages which allow a prospect or an influencer to say the Army is an option for them or for the young adult they influence.







# Consideration - The Army is an Option for



## Current USAREC study focus:

- What barriers to Army enlistment are present in the youth market?
- Are these barriers real or based on perception?
- What can the Army do to overcome these barriers?
- How do we effectively communicate to help overcome these enlistment barriers?

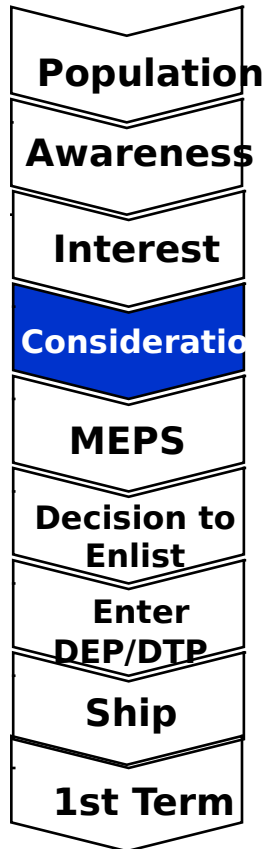
## On-going external study efforts:

- None





# Consideration - The Army is an Option for



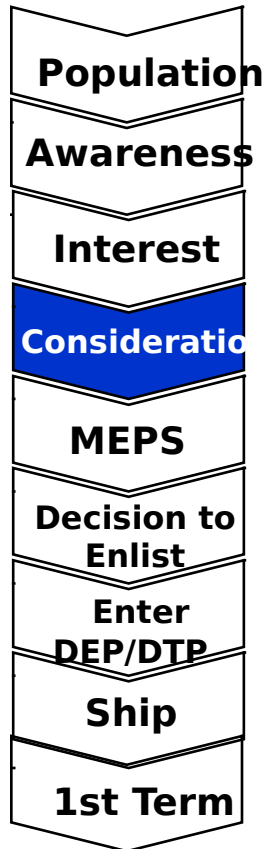
## On-going CSAG and Sec Army study efforts:

- Barriers to Army Enlistment Study - Aeffect Research Co.
- Youth Decision Making Process Study - U of L

## Proposed FY01 CSAG Studies:

- Prior Service Focus Group (USAR)





# Consideration

## Details of Individual Studies





# **BARRIERS TO ARMY ENLISTMENT STUDY**

## **CSAG In-Progress**

### **Objective**

- ★ **Understand Underlying Reasons for Barriers to Army Enlistment**
- ★ **Identify Means/Prioritize Effort to Mitigate or Refute Barriers**
- ★ **Suggest Best Mechanisms to Do So for Recruiters /Advertising Messages**

### **Intended Application**

- ★ **Improve Sales Force Knowledge of Youth Market and Ability to Address Barriers**
- ★ **Identify Marketing Communications Opportunities to Improve Youth Perceptions**
- ★ **Addressing Barriers Will Improve Our Connection With America**

### **Methodology**

- ★ **Recruiter and Guidance Counselor In-depth Interviews**
- ★ **On Line Survey of Targeted Prospect Respondents**
- ★ **Qualitative and Quantitative Analysis of Findings**

### **Contract Specifics**

- ★ **Contract Awarded to Aeffect Research 4 Aug**
- ★ **Interviews with Recruiters and Guidance Counselors Completed Oct 00**
- ★ **Screeners to be Developed by Jan 01**
- ★ **Focus Groups (Feb-Mar 01) & On-Line Survey - Apr 01**
- ★ **Final Report Due NLT Jul 01**

**On Point for**





# YOUTH DECISION MAKING PROCESS STUDY

## Sec Army - In Progress

### **Objective**

- ★ Develop a Predictive Consumer Behavior Model which Incorporates Unique Army Variables and Predicts an Individual's Likelihood for Enlistment

### **Intended Application**

- ★ Understanding How Youth Make Decisions and the Influences of the Process will Allow More Effective Penetration of the Youth Market

### **Methodology**

- ★ Review Current Consumer Behavior Models
- ★ Determine Applicability of Model to Army Recruiting
- ★ Develop Unique Model for Army Recruiting

### **Contract Specifics**

- ★ Contract Awarded Sep 00
- ★ Initial Literature Review Complete
- ★ Modifications of Existing Consumer Behavior Models Ongoing.
- ★ Final Report Due by 31 Aug 01





# PRIOR SERVICE FOCUS GROUP (USAR)

CSAG EX01 Proposal

## Objectives

- ★ Identify Why Prior Service Soldiers Do Not Join a Unit upon Leaving Active Duty
- ★ Identify Impressions of Reserve Duty
- ★ Differentiate Views on NG from Views on USAR

## Intended Application

- ★ Findings to be Provided to APA, Advertising Agency, and Army Brand Group for Consideration in Developing Advertising Strategies for USAR Efforts (and Other Agencies as Appropriate)
- ★ Requested by OCAR

## Methodology

- ★ 3 Focus Groups with Prior Service Soldiers
- ★ 3 Focus Groups with Active Duty Soldiers About to ETS.
- ★ To be Conducted in May 01

## Contract Specifics

- ★ SOW and Contract Award by Apr 01
- ★ Focus Groups Conducted in May 01
- ★ Findings Presented to USAREC Jun 01

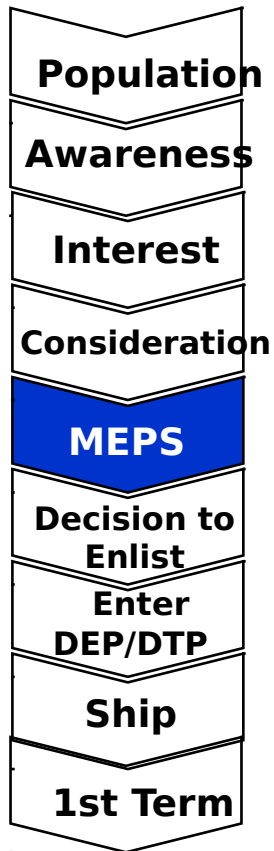
**CG Goal: Make Mission**

On Point for





# MEPS - Effective Processing and Job Offer



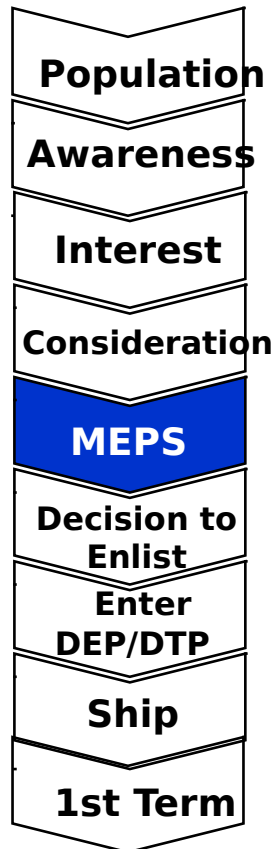
## USAREC Study Goals:

1. Determine the most effective way to process an applicant at the MEPS.
2. Determine the most effective ways to present the job offer (Guidance Counselor, Point of Sale (POS)).
3. Determine the best incentive and MOS linkage to ensure the Army fills all MOS requirements.
4. Determine why some individuals who are fully qualified to enlist and receive an offer do not accept it, and what can be done to reduce this.





# MEPS - Effective Processing and Job Offer



## Current USAREC study focus:

- Who are QNEs and why do they not enlist?
- What can we do to reduce QNEs?
- What is the most effective employment of POS?
- What is the right incentive and MOS linkage?

## On-going external study efforts:

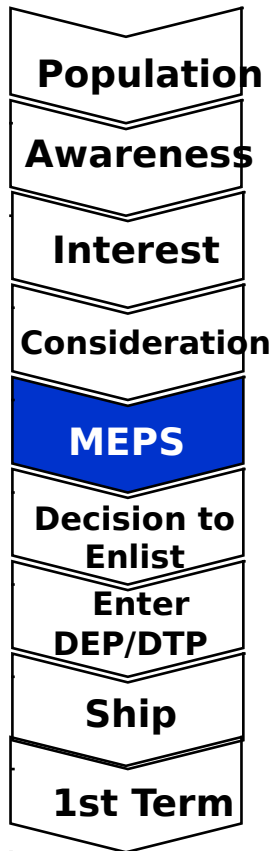
- MEPS Processing Study - MEPCOM
- QNE Survey - MEPCOM
- Conjoint Incentive Analysis (RAND) - OSD
- Conjoint Incentive Analysis - Navy
- GED (+) Test - RAND - M&RA
- College First Test - RAND - M&RA







# MEPS - Effective Processing and Job Offer



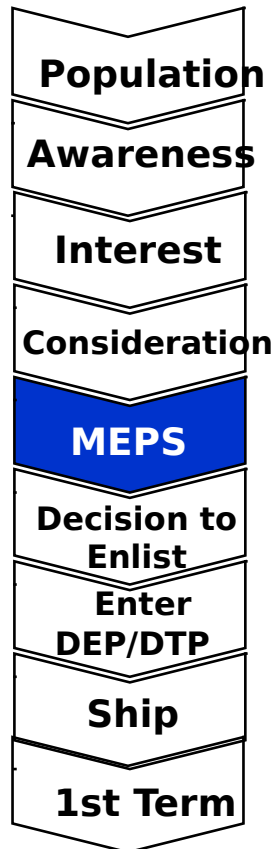
## On-going CSAG and Sec Army study efforts:

- **Enlisted Bonus Distribution Model (Phase II) - USM**

## Proposed FY01 CSAG Studies:

- **QNE Survey**
- **New Incentive Analysis**





# MEPS

## Details of Individual Studies





# **ENLISTED BONUS DISTRIBUTION MODEL Phase II**

## **CSAG In-Progress**

### **Objective**

- ★ Develop Efficient and Effective Method to Allocate EB, ACF, LRP Dollars to Specific MOSs

### **Intended Application**

- ★ Use Model to Allocate Funding to Various Incentives to Ensure Army Meets MOS Requirements

### **Methodology**

- ★ Develop Predictive Model Using Data Collected in Phase I During FY00
- ★ Phase I Data Provided to USMA's Department of Systems Engineering

### **Contract Specifics**

- ★ Began as FY99 CSAG with Data Collection Continuing in FY00
- ★ Research Conducted by USMA Staff with RCPAE Assistance
- ★ Model expected 22 Jan 01





# **QUALIFIED NOT ENLISTED (QNE) SURVEY**

## **CSAG FY01 Proposal**

### **Objective**

- ★ Gain Insights Into QNEs' Decision Not to Enlist
- ★ Identify When in the Process the QNE Made Decision Not to Enlist

### **Intended Application**

- ★ Assess Critical Decision Point
- ★ Determine Specific Reasons Qualified Applicants Do Not Complete Enlistment Process
- ★ Develop Strategies to Reduce Number of Losses

### **Methodology**

- ★ Mailed to a Random Sample Stratified by Education, Age, and Gender
- ★ Samples Drawn Within 30 Days of Non-Enlistment Status
- ★ Monthly Mailing to 300

### **Contract Specifics**

- ★ Initial Mailing Apr 01
- ★ Rolling Analysis will be Conducted with Reports in Aug & Dec 01
- ★ FY01 Analysis and Report by Feb 02

Individuals

**CG Goal: Make Mission/Increase Market**

**Share**

**On Point for**





# NEW INCENTIVE ANALYSIS

## CSAG FY01 Proposal

### Objective

- ★ Identify Interaction Between New and Existing Incentives
- ★ Examine Programs and Money (2 Year LRP, College First, etc.) (50K ACF, 75K ACF, Higher EBs, etc.)

### Intended Application

- ★ Determine Elasticities for Current Incentives
- ★ Determine Attractiveness of New Incentives

### Methodology

- ★ Choice-based Conjoint Analysis
- ★ Survey Sample of Prime Market to Determine Preferences for Current and New Incentives

### Contract Specifics

- ★ Award Contract by Mar 01
- ★ Data Collection by May 01
- ★ Final Report and Presentation by Jul 01

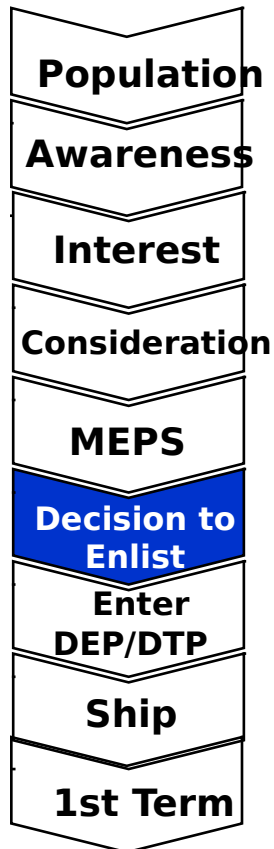
**CG Goal: Make Mission/Increase Market Share/High Grad College Penetration**

**On Point for**





# Decision to Enlist



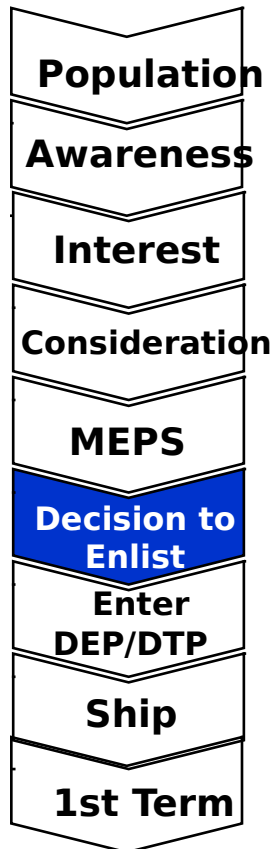
## **USAREC Study Goals:**

- 1. Determine the characteristics of individuals who enlist**
- 2. Determine what influenced these individuals to enlist and the impact of each influence on their decision.**
- 3. Determine ways to group or segment enlistees with similar characteristics from the general population.**
- 4. Determine how to use characteristics in order to increase marketing efficiency.**





## Decision to Enlist



### Current USAREC study focus:

- **Who enlists and why?**

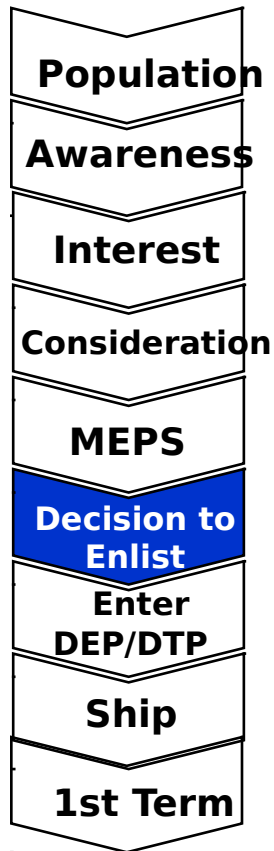
### On-going external study efforts:

- **None**





## Decision to Enlist



### On-going CSAG and Sec Army study efforts:

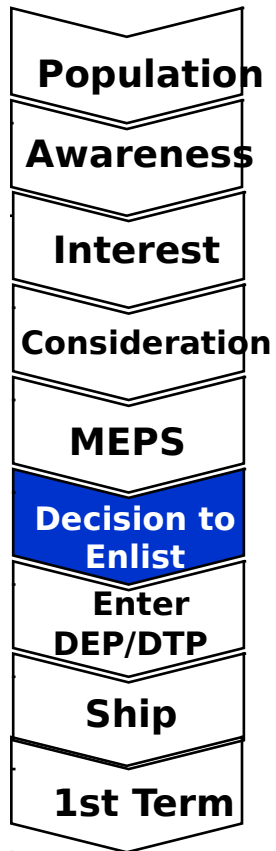
- New Recruit Survey
- AMEDD OBC Survey

### Proposed FY01 CSAG Studies:

- New Recruit Survey
- AMEDD OBC Survey
- Chaplain OBC Focus Groups and Survey
- Survey the Parents of New Recruits
- Recruits with College Survey







# Decision to Enlist

## Details of Individual Studies





# NEW RECRUIT SURVEY

## CSAG In-Progress

### Objective

- ★ Only Tool for Quantitative Look at Sold Market
- ★ Answers 3 Major Questions:
  - Why Did You Join?
  - How Did You Hear About Us?
  - Who Influenced You?

### Intended Application

- ★ Assess Buying Motives of Sold Market
- ★ Provide information to Ad Agency to Effectively and Efficiently Develop and Place Advertising
- ★ Understand Key Influencers and Barriers for Target Market
- ★ Annual Survey Completed Since

### Methodology

- ★ Mailed to a Random Sample Stratified by Race the Month Following Contracting Into the Army
- ★ Samples Drawn Monthly to Account for Seasonal Variations in Population

### Contract Specifics

- ★ Initial Mailing Oct 99
- ★ Final Mailing 27 Sep 00
- ★ Results Will be Rolled Up Feb 01
- ★ Final Report and Presentation Will be Given to Staff, Command Group, Ad Agency and Recruiting & Retention School





# NEW RECRUIT SURVEY

## CSAG FY01 Proposal

### Objective

- ★ Only Tool for Quantitative Look at Sold Market
- ★ Answers Major Questions:
  - **Why Did You Join?**
  - **How Did You Hear About Us?**
  - **Who Influenced You?**
  - **Quality of Recruiter Contact?**
  - **Processing Experience?**

### Intended Application

- ★ Understand Key Influencers and Barriers for Target Market
  - Advertising Effectiveness
  - Recruiter Effectiveness
  - Assess Buying Motives

### Methodology

- ★ Mailed to a Random Sample Stratified by Race in the Month Following Contracting into the Army
- ★ Samples Drawn Monthly to Account for Seasonal Variations in Population

### Contract Specifics

- ★ Initial Mailing Mar & Final Mailing Sep 01
- ★ Rolling Analysis with Continuous Analysis

**CG Goal: Make Mission/Increase Market**

On Point for





# AMEDD OBC SURVEY

## CSAG FY01 Proposal

### **Objective**

- ★ Only Tool for Quantitative Look at Sold AMEDD Market
- ★ Determines Medical Officers' Past Circumstances, Perceptions, Influences, and Experience during Recruitment

### **Intended Application**

- ★ Assess Buying Motives of Sold Medical Market
- ★ Provide Information to Ad Agency to Effectively and Efficiently Develop and Place Advertising
- ★ Understand Key Influencers and Barriers for Target Market

### **Methodology**

- ★ Administered to Officers Attending OBC at the AMEDD School
- ★ Survey Responses Collected from Each Class during Fiscal Year

### **Contract Specifics**

- ★ Print Stock of Survey for Administration during Year with Delivery by Apr 01

**CG Goal: Make Mission**

**On Point for**





# CHAPLAIN OBC SURVEY AND FOCUS GROUPS

## CSAG FY01 Proposal

### Objectives

- ★ Measure Key Dimensions that Attract Army Chaplains
- ★ Validate the “8 Points of Contact” Identified by the Army Chaplaincy Office

### Intended Application

- ★ Findings to be Provided to APA, Advertising Agency, and Directorate of Ministry Initiatives for Enhancing Advertising and Recruiting Strategies

### Methodology

- ★ Focus Groups with Active Duty Chaplains to Assist in Questionnaire Development
- ★ Web-based Survey Administered to Two Chaplain

### Contract Specifics

- ★ SOW and Contract Award by Mar 01
- ★ Focus Groups Conducted and Survey Administered to OBC Courses Jul-Aug 01, Feb-Mar 02, May 02

**CG Goal: Make  
Mission**

**On Point for**





# PARENTS of NEW RECRUITS SURVEY

## CSAG FY01 Proposal

### **Objective**

- ★ Build Knowledge Base on Parental Influencers
- ★ Identify Strengths to Leverage and Areas to Improve to Support or Aid the Enlistment Decision
- ★ Determine the Parents' Perception of the Enlistment

### **Intended Application**

- ★ Assess Influence of Parents on Sold Market
- ★ Provide Information to Ad Agency to Effectively and Efficiently Develop and Place Advertising
- ★ Understand Key Influencers and Barriers for Target Market

### **Methodology**

- ★ Mailed to a Random Sample Based upon Matched New Recruit Responses
- ★ Samples Drawn Quarterly to Account for Smaller Sample Requirement

### **Contract Specifics**

- ★ Initial Mailing Apr 01
- ★ Final Mailing Nov 01
- ★ Final Report and Presentation Feb 02

**CG Goal: Make Mission/Increase Market**

On Point for  
Share





# RECRUITS WITH COLLEGE SURVEY

## CSAG FY01 Proposal

### Objective

- ★ **In-depth Survey of New Recruits and First Term Soldiers with College Before Enlistment**
- ★ **Answers:**
  - **College History**
  - **Job Decision-Making Process**
  - **Enlistment Motivations**

### Intended Application

- ★ Assess Buying Motives of Sold **College** Market
- ★ Provide Information to Ad Agency, Contract Recruiters about College Market
- ★ Understand Differences/Similarities between College/Non-College Recruits

### Methodology

- ★ Internet Web-based Survey
- ★ Invitations (with URL)  
Mailed to a Random Sample  
Stratified by Race and  
Education Credential

### Contract Specifics

- ★ In-House Instrument Design, Data Collection and Analysis

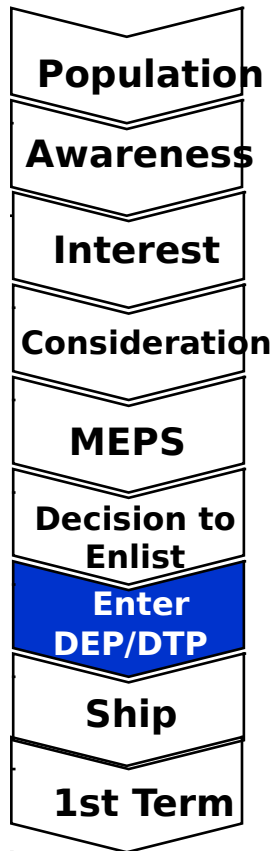
**CG Goal: Increase Penetration in College/Hi-grad  
Market**

On Point for





# Enter DEP/DTP - Affirm Decision



## USAREC Study Goals:

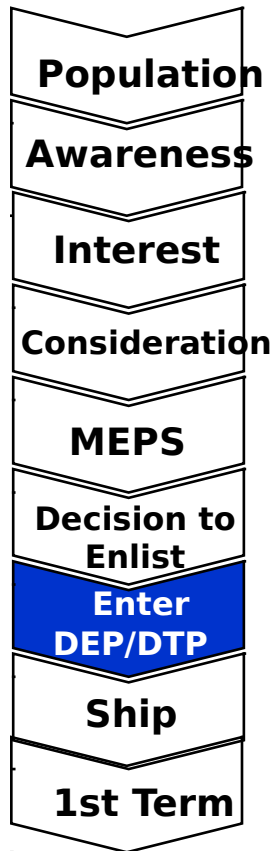
1. Determine the most effective ways to affirm an individual's decision to enlist.
2. Determine if different segments or groups require different types and amount of affirmation.
3. Determine the most effective DEP/DTP management practices to ensure an individual ships to Basic and is successful in completing Basic.
4. Determine why certain individuals are a DEP/DTP loss and what mechanisms can be put in place to reduce the DEP/DTP loss rate.
5. Predict the likelihood of someone becoming a DEP/DTP loss.







## Enter DEP/DTP - Affirm Decision



### Current USAREC PAE R&P study focus:

- How can we adjust current DEP/DTP management programs to be more effective?
- Can we predict the likelihood of an individual becoming a DEP/DTP loss?
- Why does an individual become a DEP/DTP loss?
- What can we do to reduce DEP/DTP Loss rate?

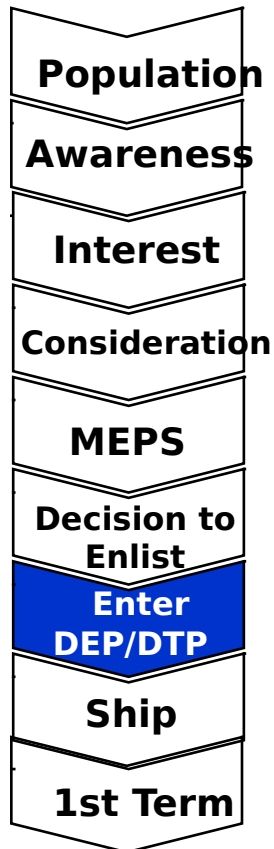
### On-going external study efforts:

- None





## Enter DEP/DTP - Affirm Decision



### On-going CSAG and Sec Army study efforts:

- **Support to RO DEP Loss Tiger Team (USAREC internal)**

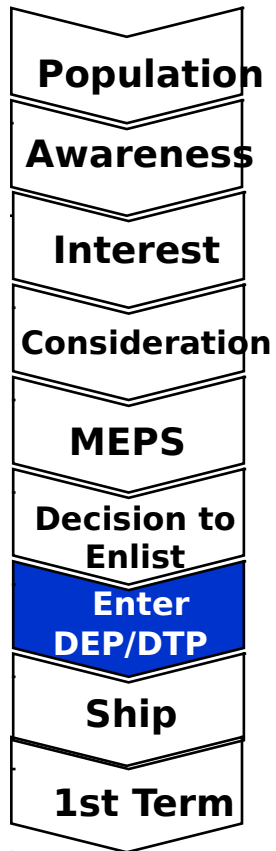
-- survey

-- focus group

### Proposed FY01 CSAG Studies:

- **DEP Loss Survey**





# **Enter DEP/DTP**

## **Details of Individual Studies**





# DEP LOSS SURVEY

## CSAG FY01 Proposal

### Objective

- ★ Gain Insights into DEPs  
Decision Not to Ship
- ★ Identify DEP Participants' Reasons, Influencers, and the Point-in-Time that They Make the Decision to Leave

### Intended Application

- ★ Assess Critical Decision Point
- ★ Determine Specific Reasons DEP Participants Do Not Enlist
- ★ Develop Strategies to Reduce Number of DEP Losses

### Methodology

- ★ Mailed to a Random Sample Stratified by Education, Age, and Gender
- ★ Samples Drawn within 30 Days of DEP Loss Status
- ★ Monthly Mailing to 300 Individuals

### Contract Specifics

- ★ Initial Mailing Mar 01
- ★ Rolling Analysis will be Conducted with Quarterly Reports Jul 01, Nov 01, Jan 02
- ★ FY01 Analysis and Report by Apr 02

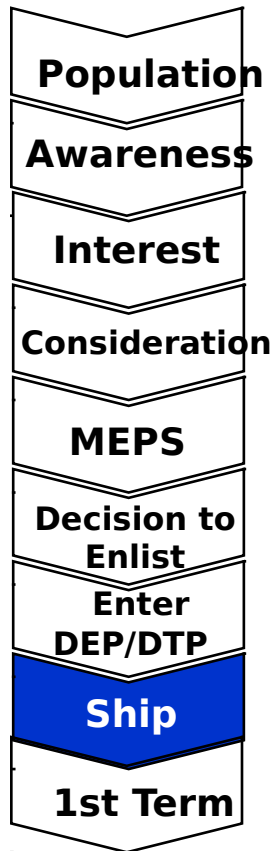
**CG Goal: Decrease DEP Losses**

On Point for





# Ship to Reception and Training



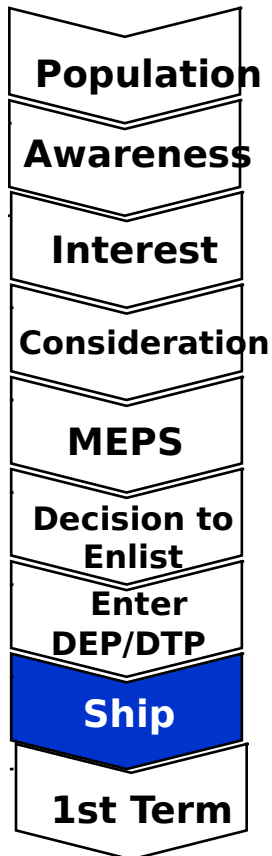
## **USAREC Study Goals:**

- 1. Determine the most effective way to link shipment to training seats.**
- 2. Determine the characteristics of individuals and their success in Basic Training and determine the implications for USAREC.**
  - Applicant standards**
  - DEP functions**





# Ship to Reception and Training



## Current USAREC study focus:

- How do we align accession mission with training s

## On-going external study efforts:

- None

## On-going CSAG and Sec Army study efforts:

- None

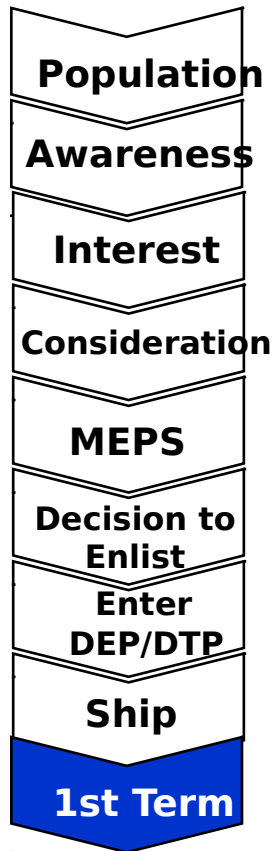
## Proposed FY01 CSAG Studies:

- None





# 1st Term Performance and Retention



## USAREC Study Goals:

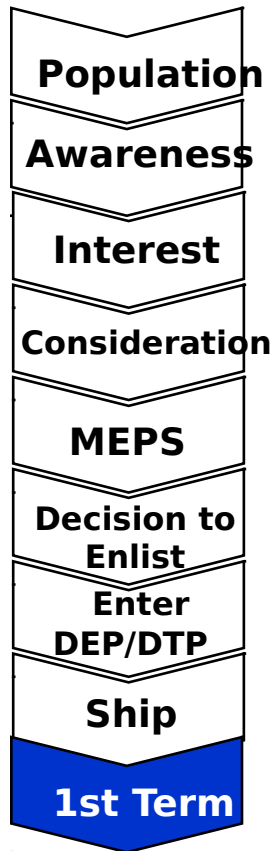
**Determine the characteristics of individuals and their level of success in their first term of service and determine the implications for USAREC.**

- Applicant standards
- DEP functions





# 1st Term Performance and Retention



## Current USAREC study focus:

- Who are successful in their first term of service and

## On-going external study efforts:

- Sample Survey of Military Personnel - OSD

## On-going CSAG and Sec Army study efforts:

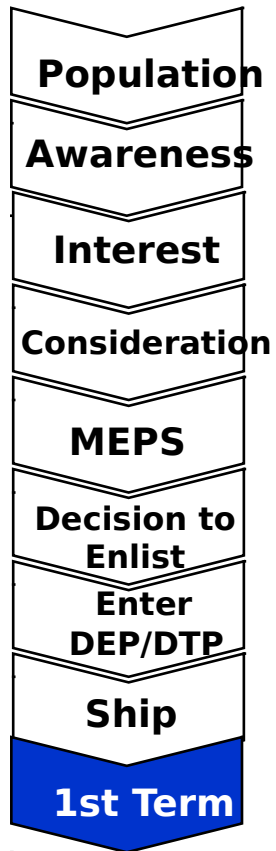
- USAR Female First Term Survey

## Proposed FY01 CSAG Studies:

- None







# 1st Term

## Details of Individual Studies





# USAR FEMALE FIRST TERM SURVEY

## CSAG In-Progress

### Objective

- ★ Understand Female First Term USAR Enlistees' Motivators and Barriers
- ★ Identify Media Habits, Attitudes and Advertising Awareness

### Intended Application

- ★ Determine the Best Marketing Approach for Females
- ★ Provide Data for Strategic Market Intelligence Reporting, Product Development and Analysis
- ★ Addressing Barriers Will Improve Our Connection With America's Female

### Methodology

- ★ Survey w/Letter of Explanation Mailed to Current First Term Female Reservists

### Contract Specifics

- ★ Survey Developed and Sent to NCS for Printing/Mailing in Sep 00
- ★ Mailing Occurred Oct 00
- ★ Completed Surveys Received by PAE
- ★ Results Published by 3<sup>rd</sup> QTR 01





# Recruiter Studies

## On-going external study efforts:

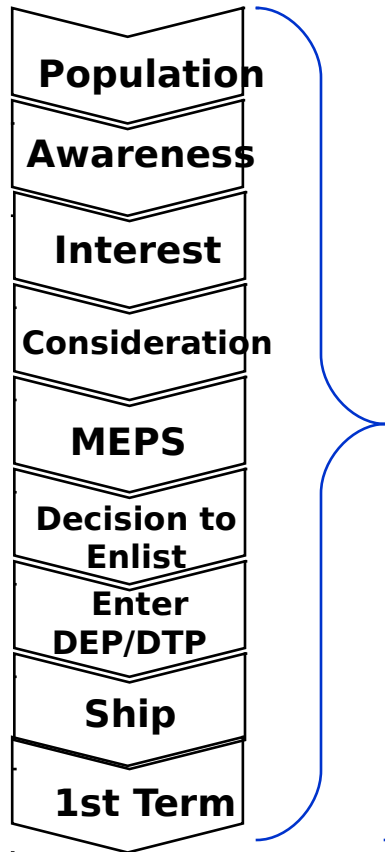
- **DOD Recruiter Survey - DOD**
- **Tri-CARE Survey**

## On-going CSAG and Sec Army study efforts:

- **Recruiter Allocation Study - U of L**
- **Recruiter Selection - ARI/RRS**
- **Sec Army Initiative 5.2 - Recruiter Effectiveness (RAND)**

## Proposed FY01 CSAG Studies:

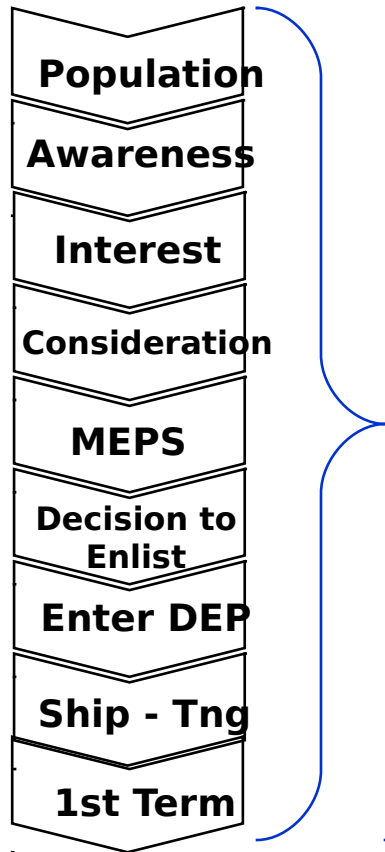
- **Recruiter Survey**





# Recruiter Studies

## Details of Individual Studies





# RECRUITER ALLOCATION STUDY

Sec Army - In Progress

## Objective

- ★ **Recruiter Allocation Study- Develop an Unconstrained Quantitative Based Model to Explain a Systematic Method to Optimally Cut Market Territory and Allocate Recruiters to Maximize Contract Production.**

## Intended Application

- ★ This robust model would then allow USAREC to apply constraints (e.g. # of recruiters, cost, # of accessions required) to determine which positions should be filled. (Basically, the model develops a MR curve and then we apply a MC curve to find the optimal number of recruiters.)

## Methodology

- ★ Make necessary assumptions
- ★ Determine the value of a recruit
- ★ Determine the cost of a recruiter
- ★ Go through each zip code to determine how many recruiters should be assigned such that the benefit gained

## Contract Specifics

- ★ Contract Awarded Sep 00
- ★ Initial Literature Review Complete
- ★ Modifications of Existing Consumer Behavior Models Ongoing.
- ★ Final Report Submitted by 31 Aug 01

On Point for  
cost to the Army of placing a  
recruiter in that location





# RECRUITER SELECTION STUDY

**Sec Army - In Progress**

## **Objective**

- ★ Develop and Validate a New Selection Protocol for Screening Recruiter Candidates that is Linked to Recruiter Performance

## **Intended Application**

- ★ Develop a Selection Protocol to Select Recruiter Candidates for Recruiting Duty Prior to their Arrival to RRS.

## **Methodology**

- ★ Field Testing Recruiters and Testing Recruiter Candidates at RRS and Comparing this Test Data with Production Data

## **Contract Specifics**

- ★ Contract Awarded to ARI
- ★ Next Step: Test Development and Field Testing
- ★ Final Report Submitted by 2004





# RECRUITER SURVEY

## CSAG FY01 PROPOSAL

### Objective

- ★ Assess Recruiters' Opinions on Production Issues, Training, Tools, Events/Promotional Support, Market, Competition.
- ★ Provide Mechanism for Recruiters to Communicate Their Opinions

### Intended Application

- ★ Obtain Feedback from the Recruiters on Both Existing and New Initiatives
- ★ Gain Insights into Issues or Areas that Affect the Recruiters' Performance
- ★ Provides a Communication Avenue for Recruiters to Identify Issues that Need More Review or Assistance

### Methodology

- ★ Web Based Survey to Monthly Sample of 105 RA/USAR Recruiters
- ★ Survey Questions Modified as Needed For Specific Topics to Reduce Number of One-Time Surveys

### Contract Specifics

- ★ Survey Development Complete by Feb 01
- ★ Monthly Rolling Analysis Once Enough Data is Collected
- ★ Annual Report Published by Jan 02





# **INITIATIVE 5.2 - RECRUITER EFFECTIVENESS**

## **Sec Army - In Progress**

### **Objective**

- ★ Assess the Effectiveness of Alternate Management Options (Including Incentives, Missioning and Organization) in Improving and Sustaining Recruiter Productivity

### **Intended Application**

- ★ Provide the Army with Better Theoretical and Empirical Foundation for Rewarding, Motivating and Managing Recruiters

### **Methodology**

- ★ Review Production Data
- ★ Interviews with Recruiters and Leadership

### **Contract Specifics**

- ★ Contracted Awarded to RAND in May 00
- ★ Initial Work and Data Collection is Underway







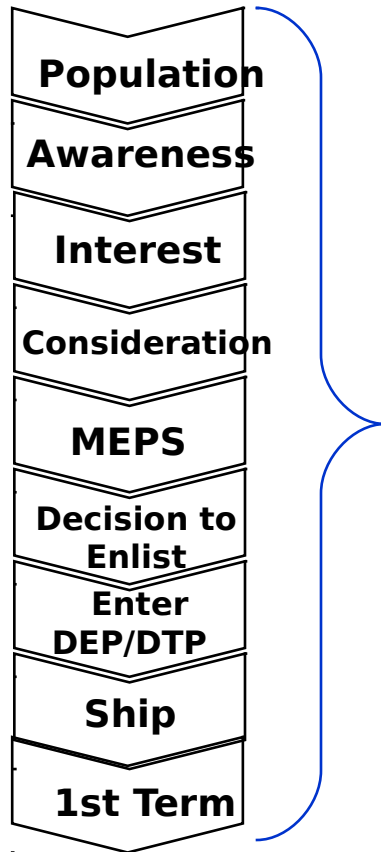
# General - Overarching Studies

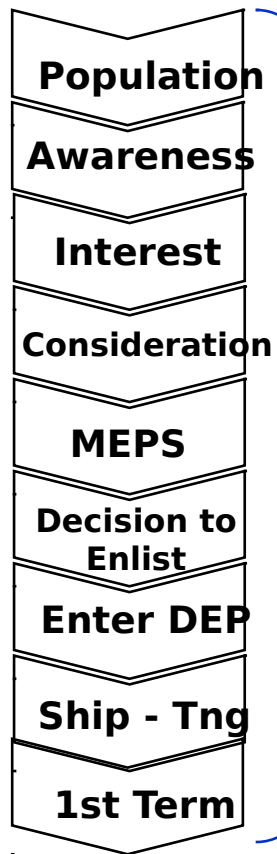
## On-going CSAG and Sec Army study efforts

- **Simulation Efforts - NPS**
- **MIT Liaison Program**
- **Early Warning System - IDA**
- **Sec Army Initiative 5.3 - (RAND/ARI)**

## Proposed FY01 CSAG Studies:

- **Graduate Student Studies**
- **RMIS Upgrade - OSD**





# **General - Overarching Studies**

## **Details of Individual Studies**





# STRATEGIC RESEARCH PLANNING STUDY

Sec Army - In Progress

## Objective

- ★ Develop a Strategic Research Roadmap
- ★ Organize the Next Recruiting Research Consortium Meeting

## Intended Application

- ★ Identify Research Gaps and Strengthen the Current Research Campaign Plan
- ★ Recruiting Consortium Members Will Comment on Draft Outline of Strategic Research Roadmap

## Methodology

- ★ PNNL Will Provide Research Roadmap
- ★ Also Develop a Strategy for Measuring the Contributions

## Contract Specifics

- ★ Contract Awarded Sep 00 to Pacific Northwest National Laboratories (PNNL)
- ★ One of Three Study Efforts





# **SIMULATED TEST MARKET**

**Sec Army - In Progress**

## **Objective**

- ★ To Forecast Strengths and Weaknesses of Specific Products or Market Strategies in a “Simulated” Marketplace Prior to Costly National Test Marketing

## **Intended Application**

- ★ Identifies Most Promising Products Early to Reduce National Test Costs
- ★ Reduces Risk and Error in Implementation Phase
- ★ Linkages to Real-World Market Research/Historical Data

## **Methodology**

- ★ Multi-Agent Simulation Using Rule Set Based Simulation Operating in a Defined Artificial Environment
- ★ Defines Individuals Behavior
- ★ Allows Their Interaction in

## **Contract Specifics**

- ★ MIPR to NPS and Contract w/Purdue University Established 29 Aug 00
- ★ One of Three Study Efforts

Simulated or “Artificial”  
On Point for  
World





# STRATEGIC PLANNING (WARGAME) SIMULATION

**Sec Army - In Progress**

## **Objective**

- ★ To Function as a Driver for an Annual Strategic Level Wargame and as a Quasi-Analytical Tool to Explore What-if Scenarios for Strategic Planning

## **Intended Application**

- ★ Allows Interaction of Planners and Operators for Holistic Plan
- ★ Determine if Forward Thinking Allows for Long-Term Planning
- ★ Provides Ability to “Replay” Decisions to Discover Mistakes and Address Resource Changes

## **Methodology**

- ★ Traditional Probabilistic Model Using Historical Data, Known Economic Models & Available “Market” Information to Determine Likely Outcomes of Specific

## **Contract Specifics**

- ★ MIPR to NPS and Contract w/Purdue University Established 29 Aug 00
- ★ One of Three Study Efforts

On Point for





# POLICY EFFECTS SIMULATION

**Sec Army - In Progress**

## **Objective**

- ★ To Determine the Effects of Changes or Additions to Current Recruiting Policies Prior to Their Implementation
- ★ Includes Quality Marks, Medical Requirements, DEP, Contract Placement, Etc.

## **Intended Application**

- ★ Bounds Results of Policy Changes Prior to Implementation
- ★ Determines Inter-relationships of Simultaneous Policy Changes to Determine Final Effects
- ★ Allows Exploration of Policy Alternatives

## **Methodology**

- ★ Process Based Simulation Combining Probabilistic Modeling With Rule Set Based Modeling, Similar to "Flow" Type Modeling Used to Determine Production Flow in Industry

## **Contract Specifics**

- ★ Research Being Conducted by PhD Candidate, MAJ Chris Hill, at UCF

**On Point for**





# MIT LIAISON PROGRAM

## Sec Army - In Progress

### **Objective**

- ★ Provide Access to MIT Resources for USAREC Studies and Research Issues

### **Intended Application**

- ★ To Gain Assistance on Recruiting Research Issues from MIT
- ★ MIT Will Host Seminars and Working Groups

### **Methodology**

- ★ Enroll In MIT's Liaison Program
- ★ Provides Access to MIT Facility, Departments, and Centers for Recruiting Research
- ★ Provides Access to MIT Library

### **Contract Specifics**

- ★ Contract Awarded Sep 00 to MIT
- ★ Coordination is On-Going





# EARLY WARNING SYSTEM

Sec Army - In Progress

## Objective

- ★ Develop a Predictive Model on the Environmental Factors that Effect Recruiting 6 Months to 1 Year in the Future

## Intended Application

- ★ Provide Timely, Credible Indicators of What the Recruiting Market Will Be Like in 6 Months to 1 Year
- ★ Use Model to Adjust Enlistment Incentives and Missioning
- ★ Provide Better Assessments of Lead Effectiveness

## Methodology

- ★ Review Past 1980s Models
- ★ Validate Models and Gather New Data

## Contract Specifics

- ★ Contract Awarded Aug 00 to IDA - Dr Larry Goldberg
- ★ Initial Work and Data Collection Underway
- ★ Initial Report due in Feb 01







# **FUTURE STUDIES BY GRADUATE STUDENTS**

## **CSAG FY01 Proposal**

### **Objectives**

- ★ Meet Future Requirements and Unfunded CSAG Studies with Quick, Low Cost Source
- ★ Utilize Graduate Students to Explore 3 to 4 Topics
- ★ Tie Research to Future PAE Assignments

### **Intended Application**

- ★ USAR Mission and Recruiter Allocation Model
- ★ Addition of HH Segmentation to DEP Loss Model
- ★ Analysis of Incentives, Term of Service, and MOS by HH Segment

### **Methodology**

- ★ Provide Topics for Graduate Students at Established Institutions, e.g. NPS & CSM
- ★ Bring to USAREC for

### **Contract Specifics**

- ★ Fund TDY Costs for Graduate Students to Research 3 to 4 Recruiting Topics During Fiscal Year

**CG Goal: Make Mission/Increase Market**

Research & Development  
Collection, Share  
On Point for





# **RECRUIT MARKET INFORMATION SYSTEM (RMIS)**

## **CSAG FY01 Proposal**

### **Objective**

- ★ **Develop a Web Based Recruit Market Information System. This is a Joint Data Distribution System. Phase I - Reproduce the Current PC Version of RMIS. Phase II - Incorporate Joint Information & Marketing Dist.**

### **Intended Application**

- ★ **Provide Timely, Credible Recruiting Data and Information to the Joint Services**
- ★ **Increase Awareness of the Competition**
- ★ **Provide Competitive Basis for Recruiter Assignments, Budgets,**

### **Methodology**

- ★ **Contractor will Develop the Web Based Application**
- ★ **DMDC will Maintain Data Updates and Software Enhancements as Required**
- ★ **Services will be Required to Submit Necessary Data**

### **Contract Specifics**

- ★ **Contract Coordinated Through Defense Manpower Data Center (DMDC-West)**
- ★ **Initial Meeting on Objectives - 12 Dec 00**
- ★ **MOU to be Completed by 15 Jan 01**

**CG Goal: Make Mission/Sustain Leading Edge**

**On Point for**





# Recommendation

- ✦ **Approve recommended study projects.**
- ✦ **Allow PAE R&P to further develop additional studies and provide further recommendations at a future date.**
  - ❖ **Early Warning Model Enhancements**
  - ❖ **Market Surveys**
  - ❖ **Advertising Budget Modeling**
  - ❖ **Direct Mail Effectiveness**
  - ❖ **Market Segmentation**
  - ❖ **Facilities Studies**
  - ❖ **Effectiveness of Regional USAR Bonuses**





# Next Steps

## ★ For each individual project:

- ❖ Complete Statement of Work
- ❖ Management Decision Memorandum prepared for CG signature
- ❖ Blue Top Prepared with supporting documentation
- ❖ SJA, RM and Contracting review entire packet
- ❖ Packet forwarded to CG for signature
- ❖ Signed packet returned to contracting
- ❖ Post Contracting advertises contract and receives bids
- ❖ PAE R&P evaluates bids and selects winner
- ❖ Contract awarded and work begins

